



## Early Journal Content on JSTOR, Free to Anyone in the World

This article is one of nearly 500,000 scholarly works digitized and made freely available to everyone in the world by JSTOR.

Known as the Early Journal Content, this set of works include research articles, news, letters, and other writings published in more than 200 of the oldest leading academic journals. The works date from the mid-seventeenth to the early twentieth centuries.

We encourage people to read and share the Early Journal Content openly and to tell others that this resource exists. People may post this content online or redistribute in any way for non-commercial purposes.

Read more about Early Journal Content at <http://about.jstor.org/participate-jstor/individuals/early-journal-content>.

JSTOR is a digital library of academic journals, books, and primary source objects. JSTOR helps people discover, use, and build upon a wide range of content through a powerful research and teaching platform, and preserves this content for future generations. JSTOR is part of ITHAKA, a not-for-profit organization that also includes Ithaka S+R and Portico. For more information about JSTOR, please contact [support@jstor.org](mailto:support@jstor.org).

## FOREWORD

Deprived of our national markets (see page 1), our industries paralyzed, and with labor and capital both unemployed (page 4), we Americans a few months ago began as never before to examine our own industrial organization to ascertain whether our industries could, through more efficient organization, be so stabilized as to be at once more productive and less amenable to at least the chance fluctuations in the industrial life of the nation or of the world.

The first symptom of our industrial distress was widespread unemployment. Organized labor (page 6) set in motion their own means for alleviating their situation. Leaders of thought addressed themselves seriously for the first time in America to the unemployment problem. This analysis led to a study of the different classes of unemployed (page 11) with a constructive program for each class (page 16) that would tend to stabilize opportunities for gaining a livelihood. Scientific surveys of the extent and nature of unemployment were undertaken (page 24) for the first time in this country in order that facts might shape the policies that might be adopted toward unemployment. The relation of our immigration policies toward our national employment problem—that is the problem of stabilizing American industries—naturally attracted increasing attention, particularly as to the effect of the war on immigration present and future (page 30) and the effect of free immigration upon steadiness of employment (page 40); for our welfare necessitates that our industries be upheld by the skilled and perfected by the permanently employed. In addition to teaching us the need for conserving and the ways to conserve our enormous labor waste, the war has taught us the necessity for better management in our industries (page 45). In fine, the war has given new meaning to the old lesson that obligations to others must be shared by all alike, not on the “enlightened selfishness” basis of the nineteenth century but on the social inter-dependence basis of the twentieth.

Domestic stability and national growth are dependent upon a stable increasing foreign trade. Our existing export trade has been won essentially by the manufacturers of highly specialized lines (page 51). Americans are beginning to do what the Germans

have long done—manufacture the amenities of civilization, for frontier regions are supplied with essentials from the mother country. To international trade “free seas” are imperative (page 60) though whether through the submarine or new standards of internationalism remains to be seen. Prerequisite to foreign trade, particularly our trade with Latin America, are international and commercial relations shot through with mutual confidence (page 66), adequate facilities for credit exchanges (page 71), all assisted by well adapted transportation facilities (page 81).

But the foreign and industrial policies of our government will avail naught unless the selling and management policies of our industrial establishments be the equal or superior to those of competing nations. The American tradition has been to protect our “infant” industries with no query as to whether we might also be protecting careless and inefficient management at the expense of the consumer. Happily of late there has been an increasing and wholesome inquiry as to just what the costs are and should be in American industrial establishments and our business men—many of them—have been keen to learn not only just what their unit costs are but also how their selling, manufacturing and employing policies can be improved. Industrial wholesomeness—the prerequisite to industrial supremacy—must wait upon industrial stability. And industrial stability will wait first of all upon exact knowledge as to the effect of idle plant on costs and profits (page 86). Scientific inquiry as to the effect of unemployment on the wage scale (page 90) and the results to the employer of steadying employment (page 103) are prerequisites to steady and maximum output and to an industrial justice that is just. A functionalized employment bureau (page 112) is a means to extensive savings to the employer, and to the employee it means higher skill and satisfaction through an adequate dependable annual income. For it was in developing the new profession of handling men (page 121) that employers learned what a heavy financial burden their large labor turnover has been to them as well as to their employees (page 127). Each management having assumed responsibility for steadying its own employment, a national system of labor exchanges (page 138) will help to conserve our vast human resources. Efficiency in industries does not mean exploitation for there can be no efficiency where workers are exploited. It augurs well for our industrial well-being to find

the intellectual leader of the scientific management school placing as great emphasis on democracy in industry as on efficiency and economy (page 146).

Of equal importance to the management policies of our industries are their manufacturing and selling policies. The first step toward sound manufacturing and selling policies is accurate knowledge of unit costs through cost accounting (page 165) and knowledge of the working conditions prerequisite to maximum output (page 174). Then must follow some plan that closely relates responsibility to ability and reward to service (page 183), though no one plan will attain these ends in all establishments. Indeed the principles of management can be applied as well to agriculture (page 187) as to manufacturing. And certain it is that in both public and private work both mobility and maximum output wait upon standardization (page 199). Scientific management—that is management based on facts rather than on tradition and supposition—will make the best in human happiness and comfort out of our titanic human and natural resources (page 208).

But industrial development and civilization are bootless indeed if they are to be ruthlessly destroyed by war. Hence the vital concern to all of a more constructive basis for internationalism (page 217) without necessarily neglecting defense problems (page 263) or underestimating the effectiveness of economic pressure as a means of conserving peace (page 270). Certainly prolific causes of international discontent have been land acquisition (page 245) and the desire to extend free land (page 252). Nothing is now dearer to the heart desires of American people than the contributions America can make not only toward the settlement of the present war but toward a permanent peace (pages 230, 235, 239, and 243). Our national well-being, the conservation of our efforts, social, political and industrial, hang in the balance. For the cable, the aeroplane, and the submarine have made nations as dependent upon each other under twentieth century conditions as are individuals. A “social point of view” must now be supplemented with the nationalism of a world citizen.

CLYDE LYNDON KING.